

T H E C A N A D I A N

personnel



& industrial relations

J O U R N A L

contents

FOR
APRIL, 1955

Vol. 2 No. 2

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Preparation of Arbitration

Use of the Case Method

Guaranteed Annual Wage

Aspects of Career Planning

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TWL:11

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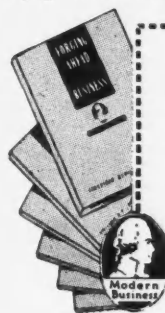
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personnel & industrial relations

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FOR

APRIL, 1955

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The CANADIAN PERSONNEL AND INDUSTRIAL RELATIONS JOURNAL is published quarterly by the Federation of Personnel Associations of Ontario and other Personal Associations throughout Canada. Editor is J. Rae Perigoe, 143 Yonge St., Toronto.

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Medium of Communication

WE ARE TRYING to make this publication a medium of communication for people working in personnel administration and industrial relations in Canada, a medium through which they may be informed and encouraged in their work and through which they may inform and encourage others.

Specific objectives are:

To indicate sources of information from which personnel men can obtain help in meeting special situations.

To provide interpretations of legal and other political-social-economic occurrences and developments

which are of a distinctively Canadian nature.

To offer an outlet for the expression of creative advancement in the work, including research and survey projects.

To provide a platform for the free expression of opinion and recommendation arising out of the work.

We want to make the publication nation-wide in its appeal and to do this we must cover the nation editorially.

We shall appreciate contributions of articles, suggestions for articles or comment from our readers.

Profit Sharing

MANAGEMENT'S INTEREST in profit sharing plans will probably increase as labor applies pressure for a guaranteed annual wage. Readers will be interested to know that there is an organization devoted to conducting and encouraging research and education in the field of profit sharing. It is the Profit Sharing

Research Foundation, 1322 Chicago Ave., Evanston, Ill. The foundation has offered free to our readers copies of a new bibliography of Domestic and Foreign Books and articles on Profit Sharing. Items both critical of and favorable toward profit sharing are included.

Association History

PERSONNEL ASSOCIATIONS got their start in the middle thirties of this century by small groups of men who had problems and got together around the dinner table to discuss them with one another. The Personnel Association of Montreal and the Personnel Association of Toronto organized in 1935 with memberships of less than 50. Today, Montreal has over 200 members and Toronto close on to 400 members. We know of 15 other organized personnel associations across Canada

whose membership ranges from 20 members to just less than 100 members. There may be others and if there are we would like to know about them.

Because of the fact that personnel associations were being organized throughout Ontario, a Federation of Personnel Associations of Ontario was organized in 1951. A similar group is organized in Alberta and British Columbia is a chapter in the long-established Pacific North-

...Editorials

west Personnel Management Association.

Realizing the need in Canada for a personnel and industrial relations journal, the Ontario Federation, with the hearty co-operation of other associations across Canada, produced the first edition in June, 1954. It was well received. However, to ensure its future success as a Journal, managed and edited by personnel

men, it requires close co-ordination and support from all associations. This can be accomplished by creating a Canadian Federation of Personnel Associations.

All associations have been contacted and requested to express their approval or disapproval of such a move. More than 50 per cent have already expressed approval.

—HAROLD ARMSTRONG

Associations Subscribing to the Journal

Personnel Association of Montreal.

Eastern Townships Personnel Association—Sherbrooke, P.Q.

Women's Personnel Discussion Group of Montreal.

Personnel Association of Peterborough.

Personnel Association of Toronto, Inc.

Women's Personnel Association of Toronto.

Guelph Personnel Association

Grand Valley Personnel Association.

Personnel Association of Hamilton.

Personnel Association of Niagara and District.

Personnel Association of London and District.

Personnel Association of Windsor and District.

Personnel Association of Greater Winnipeg.

Personnel Association of Edmonton.

Personnel Association of Calgary.
Vancouver Chapter of P.N.W.M.A.

Letters...

Pacific Northwest Association

GREETINGS FROM SPOKANE, hub of the Inland Empire, and site of the 17th Annual Convention of our Pacific Northwest Personnel Management Association. This is a robust region abounding in natural resources, surging with opportunity, and only beginning to fulfill its manifest destiny. Like the Inland Empire our organization is also robust and replete with opportunity, rich in the resources of human knowledge and experience, and only beginning to realize its potentialities.

We plan to inject this spirit of progress and opportunity into our Conference this year. We plan to

draw upon the experience of experts to give you time-tested programs. Outstanding speakers will bring you advanced but workable ideas in the field of personnel. We are including features which will attract top management and supervisory, as well as personnel people.

We intend to convince the conferees that "Personnel Management Makes Dollars and Sense"—that it is not only a boon to the efficient conduct of business but a profitable investment as well. We feel that you cannot afford to miss this year's convention. And, though our theme emphasizes economy, we shall not

Editorials...

be niggardly in our efforts to show you and your wives the hospitality and friendliness for which Spokane is famous.

So encircle October 27th, 28th and 29th on your calendars *now* and plan to attend your PNPMA Convention in Spokane. We are sure

you will find it a gratifying and extremely profitable experience.

Come to us in expectation, you'll go back home with inspiration!

Sincerely yours,

Eric O. Brown

General Conference Chairman
1955 Conference, Spokane.

CAREER OPPORTUNITIES AND AVAILABLE PERSONNEL

Starting with this issue we are pleased to announce a new service to all our subscribers. A regular column under the above heading will appear in each issue of the Journal outlining job opportunities and available personnel in the field of Industrial Relations and Personnel across Canada..

Each listing will have a code number and those interested, either job applicants or companies wishing to secure specialists in this field, should use the code when directing correspondence to this service.

Mr. Bruce M. Broad, Personnel Manager, B. F. Goodrich Canada Limited, 521 King Street West, Kitchener, will act as our clearing agent and direct all replies to the appropriate persons and list the job opportunities and available personnel in each issue of the Journal.

Many of our members would like such a programme and we are pleased to be able to serve your interests through this regular feature.

Available Personnel

A-1. An applicant, 49 years of age, M.S. degree in industrial education and with numerous courses in training, anxious to secure a position requiring ability to organize, develop and

administer an industrial training programme, or to fit into an existing organization. Further experience embraces all phases of management development. Applicant also qualified for industrial relations or personnel activities. A complete brochure on qualifications available on request.

The Maritime Bureau of Industrial Relations

... is a voluntary membership organization of business firms, providing conferences, research, and information services. It functions as an affiliate of the Dalhousie Institute of Public Affairs and is serviced by the same staff and office in the Arts & Administration Building at Studley Campus.

In previous years, the Bureau sponsored annual conferences on management topics, with sessions extending over three of four days. Starting in February 1955, the new program calls for a series of one-day conferences through the year. Each conference is intended to provide opportunity for intensive consideration of a single topic. This plan, it is anticipated will enable more companies to send more key personnel, thus extending the benefit to be derived from study and discussion under competent leadership.

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A Word About Our Authors . . .

NORMAN MATHEWS

Mr. Mathews graduated with honours from Osgoode Hall Law School in 1922 and was appointed a King's Counsel in 1936. He is the president of the York County Law Association and a member of the council of the Canadian Bar Association. He is a past president of the Industrial Relations Section of the of the Canadian Bar Association. He is the author of the Labour Relations Hand Book and is a special lecturer in labour law at the Osgoode Hall Law School.

T. R. WATT

Terry Watt was graduated from U.B.C. in 1949 with his Bachelor of Commerce degree. He has been a consultant on labor relations for six years with Management Research (Western) Ltd., a firm which represents or advises nearly all types of industry in British Columbia.

Terry has written an article discussing the merits and demerits of industry-wide bargaining. We didn't have room for it in this issue so are holding it for July.

Personnel Sketches . . .

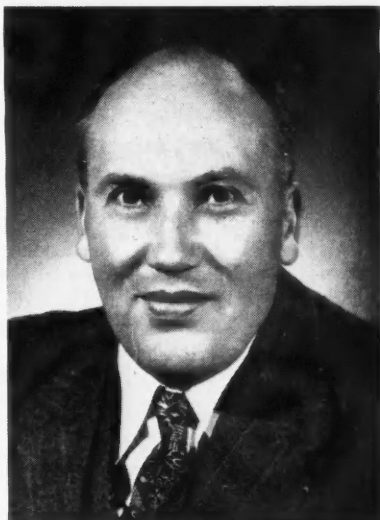
G. H. GUEST

OF C.I.L. PUBLIC RELATIONS

G. H. Guest is a native of Winnipeg and holds B.A. and M.A. Degrees from the University of Saskatchewan, as well as a Ph.D. in chemistry from McGill University. He has had wide experience in the teaching profession.

In 1947 he joined the Atomic Energy Project at Chalk River and remained there for two and a half years. In 1950, he was transferred from the National Research Council to the Department of National Health and Welfare where he established a health radiation department at Ottawa.

He joined C-I-L in 1951, as a member of the Employee Relations Department as a staff development consultant. He is the author of three scientific books and a number of published papers.



G. H. GUEST

... Personnel Sketches

R. G. FLOOD

C.G.E. UNION RELATIONS MANAGER

MANAGER of union Relations for C.G.E., Dick graduated from Manchester University in 1935 in Commerce. In 1936 he was awarded a Commonwealth Fund Fellowship and studied Economics and Indus-



R. G. FLOOD

trial Relations at Chicago University. In addition to whatever learning he acquired there, he also met Phyllis, his wife. They live in North Toronto with Betsy, their thirteen-year-old daughter, and Muffin, their Kerry Blue terrier.

Dick joined the Canadian General Electric Company in 1938, and prior to his present responsibilities, was successively Supervisor of Employee Relations, and Director of Personnel Administration.

He was President of the Personnel Association of Toronto for the 1946-47 season and is a member of the

Canadian Manufacturers' Association Industrial Relations Committee.

Dick observes that a growing body of people are coming under the domination of an idea that believes that if we can change the system we will have the kind of world everyone wants. Dick feels that to try to change society by changing the system is doomed to failure if nature remains the same.

We assume everything else in industry is subject to radical and continuous change—products, manufacturing methods, design, materials. Why not people? Industry's job is to meet the material needs of people. He feels the job of all of us, and particularly of Personnel men, is to help see that, in addition, industry demonstrates and gives the world the secret of unity—that the answer to division is people becoming different.

He says, however, that we cannot give away what we do not have ourselves. He feels the crucible of our living is how we get on in our own families. As we find the answer to unity in the home, we can bring it into industry.

Dick believes a radical change in human nature—in our basic motives on a world scale is the minimum price for survival in an atomic age. Continuous change, starting with ourselves must become living as attitudes and actions are based on "what is right, not who is right". This is a revolution which needs everybody, and in which everyone can have a part.

Personnel Sketches . . .

W. L. BLENNER-HASSETT

Formerly of B.A. Oil

IN 1953 W. L. BLENNER-HASSETT closed off a successful twenty year career with British American Oil to open his own firm.

Born in Lethbridge 45 years ago, Lyle received his early schooling there and later attended the University of Alberta. He started in the oil business in 1932 at Coutts, Alberta, as a Laboratory Helper. From 1932 onward he saw service in practically every job in B.A.'s refineries, and in 1943 was Cracking Unit Operator at Calgary when he changed over to full time on Safety and Training work. Lyle was promoted to Personnel Superintendent of B.A.'s Clarkson, Ontario, refinery in 1946 but was back home in 1947 as Western Canadian Representative of the company's Industrial Relations Department. From 1947 to 1953 he was responsible for B.A.'s training, safety, job evaluation and progress rating programs across Western Canada from Winnipeg to Vancouver. At the same time he was active in salary surveys and collective bargaining matters.

Lyle is a Charter member of the Calgary Personnel Association and has served the association in various executive capacities. Even on the few occasions when Lyle has been given a year's leave from the executive, he is usually called in to do some special job that requires a combination of full acquaintance with managerial groups and knowledge of personnel administration, together with a good background in our association's development and just the right personality to see the job through. This year is typical

in that Lyle is heading two committees, one assisting in the founding of a Personnel Management Association in the neighboring city of Lethbridge and the other in charge of general program for our 2nd Annual Conference of the Alberta Council



W. L. BLENNER-HASSETT

of Personnel Associations which is to be held in Calgary on the 13th and 14th May, 1955.

Lyle assisted in the formation of this Alberta Council of Personnel Associations in 1953 and served on the first executive. He is also very active in Industrial Safety groups, being a member of the American Society of Safety Engineers and a member and past officer of the Alberta Association of Safety Personnel. Lyle still takes a great interest in safety and in safety training and program development.

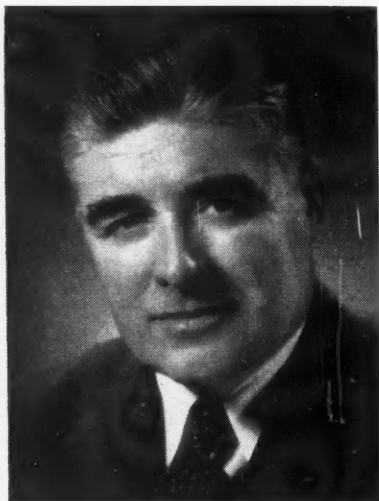
Personnel Sketches . . .

Angus A. Campbell

PERSONNEL SUPERVISOR

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A. A. CAMPBELL

The Vancouver Chapter of the Pacific Northwest Personnel Management Association has Angus Campbell. He was a Charter Member of the War Industries Co-ordinating Committee — a group of Personnel representatives who first met in 1942 to form a group of company representatives interested in learning from the experience of others and to help co-ordinate Industrial Relations activities in the Vancouver area during the difficult war and post-war years.

Angus is a charter member of the organization which in 1945 became the Personnel Association of British Columbia and in 1953 became the Vancouver chapter of the Pacific Northwest Personnel Management Association.

Angus is Supervisor of Personnel for the American Can Company's plant in Vancouver. After a few years railroading he came to American Can in 1926 as a timekeeper. After passing through the Time-keeping and Production and Planning Departments, he was appointed in 1929 to organize centralized employment and budget facilities, which he headed up until 1940 when the Industrial Relations Department was set up, at which time he came to his present position.

In 1946 and 1947 Angus was Treasurer of the Personnel Association of British Columbia, and in 1947 when this Organization affiliated with the Pacific Northwest Personnel Management Association he was on the Constitution Committee.

In 1948 he was President of the Personnel Association of British Columbia, and in 1949 President of the Pacific Northwest Personnel Management Association.

Aside from his interest in the Personnel Association, Angus has had many outside interests but of late years has limited them to more intimate pastimes such as gardening, model railroading and square dancing.



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What's Wrong With Conciliation Procedure?

J. C. Cameron *

WHEN A CONCILIATION OFFICER (or conciliation board) is helping to negotiate a collective agreement there is no generally accepted basis on which he (an outsider) may determine the "right" wages or the "right" working conditions.

What is the "right" form of "union security" in a particular case? What number of paid statutory holidays ought an employer to grant? What is the "right" seniority plan? One has only to ask such questions as these to indicate the difficulties involved.

In Canada, it is public policy to encourage employers and unions to hammer out the answers themselves. It is public policy to require the parties "to bargain in good faith and make every reasonable effort to make a collective agreement". If the parties deadlock, they are encouraged to submit their problems to conciliation. Public policy regards the conciliation procedure as the appropriate procedure for the settlement of disputes of this kind—disputes which cannot be settled by reference to any well-established or generally-accepted principles. The disputants are required by law to use the conciliation procedure before resorting to either a strike or a lock-out.*

The aim of the conciliation officer (or the conciliation board) is to get the parties to arrive at a mutually-

satisfactory agreement. In practice, the conciliator will probably proceed somewhat as follows:

- (a) He will clarify the issues.
- (b) He may try to persuade the parties to modify their views.
- (c) He may suggest (diplomatically of course) what appears to him to be a reasonable settlement.
- (d) He may suggest face-saving devices (one of the most important functions, I think, of a conciliator).
- (e) He may flatter, cajole, encourage, and even press the parties in an effort to find a mutually acceptable basis of settlement.

Throughout the proceedings, the conciliator must keep his main objective in mind. *His job is not merely to split differences, although he may on many occasions suggest that the parties do agree to split differences.* He must remember that the mid-point is not necessarily the "right" point of settlement in all cases.

If a conciliation officer fails to bring about an agreement, the parties may ask for a three-man conciliation board. The board merely continues the work started by the conciliation officer. It reports its activities to the Minister of Labour at the conclusion of its hearings, and, if it fails to settle the dispute, it presents its recommendations for a settlement. Neither party is bound to accept the board's recommendations.

*"Jim" Cameron, as he is known to hundreds of our readers, is professor of Industrial Relations and Head of the Department, Queen's University, Kingston, Ont.

There is an assumption that when conciliation is resorted to the parties have negotiated in good faith and have made every reasonable effort to reach an agreement. Or, to put it another way, there is an assumption, that each party has listened to the other party's case with an open mind; has considered the case carefully; has explained its position to the other party; has given reasons why it can or cannot completely agree with some or all of the other party's suggestions; has made counter-proposals involving all the matters that remain unsettled. There is the further assumption that each party is going to conciliation with the intention of trying to find a mutually-satisfactory settlement of the points at issue. There is an assumption that each party will earnestly seek to assist the conciliation officer (or the conciliation board) in its efforts to reach a satisfactory settlement.

The use of conciliation does not always conform to the ideal which I have just described. When an employer and a union begin to bargain, it is sometimes quite clear that they will not reach an agreement. Indeed, it is sometimes considered to be good tactics for the bargainers to press their cases until an impasse develops. Then, they will carry the dispute through all the stages of conciliation, wait for the report of the board, and then settle. It is frequently considered bad tactics to make one's best offer early in the negotiations. Something must be saved to concede to the conciliation officer; something must be held back for the board.

Some union leaders and some employers regard the conciliation officer as an unnecessary nuisance. Why should they talk to a conciliation officer when a board is likely to handle the case later? Is it not better, so the argument goes, to withhold all compromises until the board sits?

There are, of course, decided advantages in dealing with a conciliation officer rather than a board. The officer can get down to business more quickly. He can dispense with formalities. He can keep the dispute a private matter. The fact that about 80% of the cases that are conciliated in Ontario are settled by conciliation officers is satisfactory evidence of their effectiveness.

Sometimes it is alleged that conciliation boards are not impartial. Of course they are not! Unions and companies normally nominate biased persons to represent them — i.e. each side normally nominates a person who agrees (actively or passively) to act as an advocate for the party which nominated him. Furthermore, each side *says* that it wants an "unbiased" chairman, but tries its utmost to have a chairman appointed who is "biased in the proper direction". But is impartiality as important as some people would have us believe? I think not! In any case, what do we mean by impartiality in a case where the objective is to get a mutually-satisfactory agreement and there are no well-established or generally-accepted principles of settlement? When we say that a board is impartial, do we not oftentimes mean simply that it failed to back up our point of view?

Some critics argue that a one-man conciliation board is to be preferred to a three-man board. I have doubts about the willingness of unions and employers to place their fate in the hands of a board on which their

* It is recognized, of course, that there are several broad factors considered in evidence and decisions on wages for example. These are (a) general economic conditions; (b) financial position of the Company; (c) cost of living; (d) wages paid elsewhere; (e) the value of the service rendered by labour; (f) policies of economic and social welfare. The importance of any one factor receives a varying emphasis from time to time and from place to place, however. The same is true of other issues. It is therefore quite proper to say that there are no well-established or generally accepted principles of settlement.

points of view are not represented. In any case, since in practice the chairman dominates the traditional three-man board, it can be argued that the parties are, in effect, putting themselves in the hands of one man anyhow.

Much of the criticism that is directed at conciliation boards is criticism of quite a different sort from that referred to above. Periodically a trade union leader (or less often, an industrialist) publicly condemns the conciliation procedure because resort to the procedure appears to him to involve endless, unnecessary delays. He is exasperated because many months have elapsed between the date that bargaining started and the date that a conciliation board handed down its report. Without examining the reasons for the delay closely, he blasts the conciliation procedure in no uncertain terms.

It is my opinion that in the great majority of cases such destructive criticism is unwarranted. The bald fact is that the delay complained of is due, in most instances, only in part to the fact that the disputants are required by law to use the conciliation procedure before resorting to either a strike or a lock-out.

The chief reasons for the lengthy delays which sometimes occur in connection with the conciliation process are, or so it seems to me: delay by the parties in nominating their representatives; manoeuvring of the representatives of the parties about the appointment of "an impartial" chairman; inability of the other members or of the Minister of Labour to find a competent chairman who is immediately available; inability (or sometimes unwillingness) of the three board members to meet promptly after their appointment; inability or unwillingness of the board members to reach their conclusions promptly.

Much more important, however,

are the delays caused by the disputants themselves during the bargaining, *i.e. before conciliation is resorted to*. Here are the most important reasons for such delays:

- (a) The Union bargaining committee may feel that the Company has not made its best offer, or the employer may feel that the trade union has not stated the minimum conditions it is prepared to accept as a settlement. In either case, negotiations are protracted.
- (b) One party, and perhaps sometimes both parties, may be awaiting the outcome of bargaining elsewhere. This is a common cause.
- (c) Both parties may be manoeuvring to delay proceedings until the time or the economic situation is more favourable than the present.
- (d) One party may stall in an attempt to alter the effective date of the agreement.
- (e) Each party may believe that it will gain something by resorting to conciliation and hence make little attempt to do more than stall at the bargaining table. All this is indicative of the increasing tendency of both parties to treat conciliation as a normal extension of the bargaining process.
- (f) A common cause for delay is inexperience on the part of the negotiators. Frequently, the representatives at the bargaining table lack authority and/or direction from their principals. The result is that one side or the other is unable or unwilling to commit itself.
- (g) Sheer stubbornness on the part of one party or the other is responsible for many delays.
- (h) A trade union may stall in the hope of piling up a claim for a retroactive wage increase.

Occasionally one hears a critic say that it is undesirable to have a conciliation service operated and controlled by a government department; that there is a real danger that appointees of a Department of Labour will, when acting as administrative officers, reflect the philosophy and policy of the party in power.

I, for one, however, am not inclined to take this criticism very seriously. Certainly the feeling is not widespread. In fact it is only likely to come to the surface when a Department of Labour fails to bring two recalcitrant parties together promptly in a deadlock that has attracted public attention.

In spite of the fact that there is some valid criticism of conciliation systems administered by the federal and provincial governments, the work of Canadian conciliation officers and boards has been outstanding.

It is well known that labour wants freedom to act quickly on matters of wages and working conditions when prices are rising. Employers may want the same freedom when prices are falling. *It is one of the purposes of our Canadian legislation, of course, to impose delays.* It is intended that the parties shall not act hastily. It seems to me, however, that, in most cases, the real causes of

lengthy delays are due to the fact that one party or the other (and in other cases both parties) are not "bargaining in good faith and making every reasonable effort to complete an agreement." When that happens, it is human nature to try to lay the blame on someone or something else. My answer then to the question posed in the title of this article is:

The conciliation procedure has stood the test of time. On the whole it has worked well. It is under attack from time to time and that is perfectly natural in a democratic country. Many (indeed most) of the criticisms levelled at the procedure do not appear to me to be valid criticisms of the procedure itself. Rather they are often petulant complaints based on an improper understanding of the objectives and limitations of the conciliation process.

The conciliation procedure as we know it in Canada may not be the best way to deal with contract negotiation disputes. It does appear to be the best so far devised. If a better way is found, it probably will not be found by our lawmakers. It is more likely to be developed by those who need it and intend to use it. The first great step in the direction of improvement is an understanding of and a sincere desire to make effective use of the procedure now available.

CALGARY RUNNING SUCCESSFUL COURSE

Calgary Personnel Association reports an enrollment of 40 students in the short course in "Personnel Selection and Placement." This very successful course is making use of the faculty of the Banff School of Advanced Management.

The business session of the 1955 Conference of the Alberta Council of Personnel Associations will consider the advisability of an intensive two-week course in Personnel Administration attached to the Banff School.

The Calgary group has also launched a specialized study group in Training and Human Relations.

The Preparation for and Presentation of a Case to an Arbitration Board

By Ernest Macauley Dillon 2.C.*

YOU ASKED ME to speak to you on the topic, "How to Present a Case to an Arbitration Board." I have enlarged it to "The Preparation for and Presentation of a Case to an Arbitration Board."

This whole matter of the defence of grievances before Boards of Arbitration is the one area where personnel people most closely approach the function and field of the professional counsel before the courts. On the other hand, you are also engaged daily in a multitude of other matters which form the bulk of your tasks. Consequently, what I have to say to you will sound like a counsel of perfection, and I know you will be saying to yourselves, "I haven't got time for all that nonsense."

However, I propose to deal with the subject first in a general sort of way and then to discuss certain types of grievance arbitrations.

There are no Rules . . .

I have said that your function in arbitration cases could be compared to that of a barrister before the courts. Yet in the courts there are rules of evidence, procedure and argument which are well understood by both bench and bar, or should be. Yet in this field one could say that there are really no such rules. However, sometimes you may be faced with an embarrassing ruling from a chairman, as for example, the rule

against "hearsay" or second-hand evidence. On the other hand, some chairmen will listen to any kind of evidence unless objected to. Now I suppose I should explain "hearsay." The best example that I can give you, not related to this field, is perhaps the following. Your wife drives your motorcar. She has an accident. She tells you all about it and of course it is not her fault.

When the resulting lawsuit, if any, comes along, *you* are not competent to tell the court what your wife *told you* about the accident. Now this illustration is a very common illustration of "hearsay" evidence. It should show you the necessity for the rule. Even the best of wives do not always accurately relate the facts surrounding an accident in which they are involved.

An illustration in this particular field could be like this. You have a discharge case. There has been plenty of argument between the foreman and the discharged employee. It is your duty to listen to the foreman's story. When the resulting arbitration comes along you cannot tell the court what the foreman told you the employee said. The proper witness is the foreman and he is the one who must give the evidence.

As a general statement it is the union and/or employees who lodge the grievance. Therefore the onus is on them to prove the facts upon which they say they are entitled to succeed. There is no onus on you in

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the first instance to prove that the facts do not exist or are different from the claim of the union. You only have to do that when your opponent has given his evidence about the facts. Then, if he has made any case at all or contradicts what you believe to be the facts, you have to give the necessary evidence to rebut it.

... But there is a pattern

However, if there are no rules, there is a pattern. You are no doubt familiar with it. The union presents its case with or without a brief. Then you present yours (*never without a brief*,) call your evidence and then the argument begins. I hope that "never without a brief" sank in. You must remember that Boards of Arbitration are just ordinary human beings. They not infrequently deal with these matters anywhere from two weeks to three months later. You must not rely on the notes they take. This makes the actual examination of witnesses vitally important. Take your time. Watch the board and particularly the chairman. Be sure they have written down the answer to one question before you start another. Their notes are the only means that boards have of remembering what your witnesses say. Do not lead your own witness and object if the other side leads their witness.

An example of leading is a question to a foreman who is your witness. Question — "Did the employee call you (the foreman) a S.O.B.?" You can't ask that. The correct question is, "What did the employee call you?" Again, you must not put words in the mouth of your witness. On the other hand when you are cross-examining your opponent's witnesses, you are perfectly at liberty to lead them along and coax them to say what you want them to say. Cross-examination is an art in itself, acquired I believe only after

practice and I have no time to further analyze it here.

So, you must have a brief. Put your full case in writing. First, set out the facts as you believe them to be. Use short words and short sentences. Explain any special industrial jargon. Remember that boards are only in your premises when they hear the case, if then. It is sometimes very useful to have two briefs, the first a concise statement of the facts; the second being an argument based on the facts. When you have two briefs you file the first one about the facts. Then you call your witnesses to prove such of the facts which are vital to your case as the union has not admitted in the presentation of its case and such of the facts as the union has endeavored to establish which are contrary to the situation as you understand it.

When you get through with your witnesses wait for the chairman to call on you for argument. He may not do so. He may ask the union first. This relates to the matter of onus. Then when your turn comes to argue, deal first orally with any discrepancies in the evidence. Try and persuade the board to accept the facts as your witnesses have stated them. Then file and read your second brief with the argument to show that under the facts the agreement can only mean what you have contended it to mean and that the union must therefore lose its case.

In the second brief it is often advisable to quote verbatim the clauses in the agreement on which you rely. To do this facilitates the flow of your argument. The board does not have to keep looking up the clauses in the agreement. All the foregoing is fairly general and sketchy. It is really based on the kind of a grievance where the facts and the interpretation of the docu-

ment are both in dispute. I think however that it is a good general guide for any type of grievance.

I now propose to deal specifically with five different types of grievances and more particularly the preparation of your case for each type. They are as follows:

1. Where facts are in dispute but the contract is clear and not in dispute once the facts are established.
2. Where facts are not in dispute and the contract provisions are (a) open to different interpretations or (b) the contract is silent.
3. Where the facts are in dispute, but when established, the contract provisions applicable are either (a) open to different interpretations or (b) the contract is silent.
4. Discharge cases. There is not often a dispute about whether the employee is discharged or not, although I have known that to happen. They ordinarily resolve into a dispute about (a) the surrounding circumstances or the alleged reasons for discharge and consequently, (b) whether the discharge was "unjust or unreasonable."
5. Seniority layoff cases. In this group, the fact of relative seniority is usually agreed, but (a) the application of skill and ability clauses is in dispute or (b) the actual procedure of the layoff is challenged as violating the contract, or (c) both of these matters are in dispute.

Type 1

Dealing now with the first type *where nothing but facts are in issue*. This type of case can be won or lost in the preparation and in particular the prior discussion of the facts with your witnesses.

You will need a brief setting out your version of the facts which if

established wins your grievance. Do this first. Send for your witnesses one by one. You will already have been talking to them so you will know what the facts are supposed to be. Question them as nearly as you can as you must question them at the hearing. Take notes of their answers.

If the matter extends over a considerable period of time with several occurrences, begin with the witnesses for the first occasion and of course call them in that order at the hearing. Check over the answers you get. They must (if believed) in the end establish every fact you have to prove. Check what the answers do prove with the facts as set out in your brief.

If your witnesses' answers do not cover every necessary fact, find out who can give the missing evidence and give him the same treatment. If there is no such other person then your questions to the witnesses have not exhausted all their information. Get it! Make an indirect narrative summary of what each witness can and must say.

Put all these summaries in your personal brief for use at the hearing. Use this summary to ask your questions before the board and check off as you go, the facts as to which each witness testifies. When your summary is exhausted you know that you have got everything out of the witness that you have to get. When interviewing your witnesses and preparing the summaries, you will find that some of them tend to give you hedging or indefinite answers. Such a witness may say "I think" or "I believe" when he really could be definite. Check him at once and make sure that he really is not sure. If he is sure, tell him how to make the statement definite. Explain to him that someone may contradict him but he must not let that affect his testimony. If he really is unsure

and you cannot find someone as a witness who will be definite, show him how to phrase his answers so that the impression he leaves is as strong as possible.

Notice the difference between these two statements. "I think the employee left his bench at 3:00 p.m. and went to talk with the steward but I would not swear to it." Now another statement, "During that afternoon I saw that at one time the employee's work station was vacant. In the same afternoon I saw him talking to the steward where the steward was working. I could not be sure that these were one and the same occasion as I did not see him leave and walk to the steward, but to the best of my recollection that is exactly what happened."

If you have a vindictive, cocksure witness, tone him down. In your prior discussion, examine him yourself as if you didn't believe him until you are sure he will not spout out something that he cannot make stick. Quiet, dignified witnesses always make a better impression than noisy, opinionated ones do. With a little prior discussion you can get almost any intelligent witness to answer you at the hearing the way you want him to answer and he will still be telling the truth. Of course, the time to do this is just before the hearing. The original interviews and the preparation of the summaries will of course, have to take place some time before that.

In this type of case there is not much argument. A simple, verbal statement, examining what the two groups of witnesses have said and urging the board to accept the statement of your witnesses as the more probable under the circumstances. Follow that with an assertion related to the contract that these facts establish that what happened in the end under the contract, was exactly what the contract directed should be done in explicit terms.

Type 2

Facts in dispute but when established contract provisions applicable are *interpreted differently by the parties, or the contract is silent.*

I can dispose of this quickly. All that I have said about evidence under Type No. 1 is applicable here. You get your witnesses and deal with them as I have just outlined. Then you have to argue as to what the contract means and my remarks about that are set out in my suggestions about Type No. 3 as follows:

Type 3

Facts not in dispute but the interpretation of the meaning of relative provisions *not clear, disputed or the contract is silent.*

Here you have no basic facts to establish; they are admitted. Witnesses are not necessary unless you are pleading past practice under the clause in question or an exactly similar one in a previous contract. If you are, then you must call the witnesses who can testify to the identity of the previous facts and the result. Sometimes this means acceptance of that result by the union. You must prove that acceptance by witnesses. Acceptance may be inferred by the union's failure to object, plus their knowledge of the previous occasion.

If however, it is a straight dispute of what a clause means without any alleged past practice, you have mainly argument. See if you can find any precedents in the cases. Read the ones you select carefully. Facts must fairly well jibe with yours and the phraseology be the same or so substantially the same that there could be no difference in meaning. If your precedent does not fulfill these conditions don't use it for it is not really a precedent. I said to read it carefully for you might find some comment in it that will help your own argument. Then write and rewrite your argument until it flows

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smoothly and finally put it into your brief to be filed.

When a contract is completely silent and does not cover the facts out of which the grievance arises, you have to rely on the management rights clause in your contract. The base of this reliance is the following proposition. "As employers originally had all the rights and employees and unions had none, it follows that employers still have any right that is not explicitly taken away by the contract or by legislation, or by past practice with the union concerned."

This proposition is being challenged and some chairmen are disposed to ignore or water it down by looking at the equities involved, particularly if there seems to be some hardship inflicted upon the employee.

Of course, no one in this audience ever inflicts any hardship that he can possibly avoid because it is not very often good industrial relations to do so. When you do stretch a point to relieve a hardship at some stage in the grievance procedure, be sure you put in writing the reservation of the employer's rights, particularly if you are operating under an indefinite clause in the contract. Otherwise, it may kick you in the teeth as past practice in contract interpretation in some future grievance.

Type 4 — Discharge Cases

This type of grievance is almost invariably related to the question as to whether the discharge was just and reasonable or whatever the contract clause says it must be, and delegates to the board the right to determine. This type of clause usually permits reinstatement with full or partial compensation or the sustaining of the discharge. Evidence will be required to show the facts which if proven give the right of discharge. Many factors arise in the "just and reasonable argument," such as previous offences, general conduct, seniority, etc. Evidence will be required

as to these factors. You must prepare your witnesses as before outlined.

Remember that equitable means equitable for the company as well as for the employee. This is often forgotten. I could illustrate this by an experience of my own as counsel before a board. A company which had 90% of its production on piece work had an employee of 35 years' seniority. In fact another year would have brought retirement and a pension. The employee falsified his work records, collected some \$90.00 more than he was entitled to and was found out a short time later in the audit department. He was discharged after interviews in which he admitted the shortage and offered to make it good. We took the position that the employer could not afford to let this pass when so many other employees had the same opportunities every day. We argued that it would not be equitable either for the company or the other employees to reinstate the employee and thus condone the offence.

In the end the employee did not come back to work although some opportunity to fix up the pension situation was afforded the parties as it was possible to do so under the insuring pension contract.

Discharge cases are always difficult and often distressing. The best advice I can give you is to see that your routines permit a thorough review of the circumstances *by the people who have to make the discharge stick in the end, before the axe falls and not after.* However, if you do have one, you will just have to exercise your ingenuity and imagination on the "just and equitable" situation and use any real precedents that you can find which are in your favor.

Type 5 — Seniority Layoff Cases

Here the difference of opinion usually arises over the exercise by the company of its rights and functions

as set out in the "skill and ability" clauses. These clauses vary widely. They are not necessarily applied in the same way. For instance, a clause providing that "where skill and ability are relatively equal, seniority shall prevail," you have to engage in a direct comparison of individuals. If the clause provides that seniority "shall not prevent the company from maintaining a working force able and willing, etc., to do the work which is available" layoff procedure must of necessity be quite different. Here you have to consider the resulting labor force if straight seniority is applied against a working force which you want to retain. This is true whether you are dealing only with a department or with a plant-wide force. You start to win this type of grievance when you initially process the layoff, with the records you then keep of the considerations and decisions then made by the persons competent to consider and make them. This record furnishes you with the base for your evidence later.

You must know whether your contract leaves the onus on you to justify the by-pass or whether the union must show that the by-pass was improper. You very likely will not find this out until you have had an arbitration on the matter. The shades of emphasis that can exist on any given

clause dealing with this situation are many and are not easily discovered. I hesitate to say this but a counsel's experience in these matters can often be very helpful, not only in the question of onus but in procedures generally. You should set up your procedures, get the union to agree to them, and thus reduce any subsequent dispute to whether or not your decision is justified under the clause in your particular contract.

The point I am trying to emphasize is that the preparation for this type of grievance should begin long before the layoff in the settlement of the procedures; continue with proper records during the layoff itself by competent people; and wind up with carefully prepared and proper evidence and presentation of argument.

No matter how trivial a grievance may appear to be, and no matter how certain you are that you have an open-and-shut case, you must study and know your facts and the relative provisions of your contract, prepare your witnesses, know what they are going to say, prepare and set out in your brief or briefs your facts and your arguments, learn all you can from previous decisions, examine your witnesses carefully and slowly, and at the hearing be calm and courteous but persistent.

The Use of The Case Method In Supervisory Development

*Dr. G. H. Guest **

SUPERVISORS are the people in a company who get things done through the efforts of people. Supervisors, from the foreman level to president, are the key men in solving business problems. Experience shows that it is essential in a business organization that all supervisory personnel should have the opportu-

nity to grow and to develop.

Most people will agree that there is a real need for supervisory development in all business organizations—small or large. However, it is almost impossible to measure in dollars the benefits of developing individuals for supervisory positions. This probably accounts for the fact that companies have so overlooked staff development progress as a method of reducing costs.

* Dr. Guest is a staff development consultant attached to the Employee Relations Department of Canadian Industries (1954) Ltd., Montreal.

In some companies staff development activities are the first to be dropped during a cost reduction program. However, many executives believe that the most valuable asset in the company is the group of people who make up their organization. This fact is not reflected on the balance sheet. However, it is the employees who give value to plant and machines. With this introduction it is proposed to consider:

- (1) The fundamental principles of developing supervisors;
- (2) The importance of a supervisor's attitude;
- (3) The case method as a method of attitude development.

Fundamental Principles

There are three important educational principles that should be remembered when considering the development and growth of people. These are:

- (1) Individual differences;
- (2) The person concerned must have a strong desire to develop himself;
- (3) People learn by doing those things that they are interested in.

From these three principles it is evident that staff development is an individual process, that the stage must be set for self-development, and that in industry the work environment is the best classroom.

It appears that the immediate supervisor is the key man in teaching supervisory abilities and skills. The role and responsibilities of immediate superiors can be described as "coaching". Experience has demonstrated that the best way of making possible the growth and development of people in any organization is through the conscious coaching of subordinates by their immediate superiors. Affirmative coaching is a line and not a staff

responsibility. Line supervision consists of coaching all day and every day by shaping the work environment so that the subordinate will want to grow and develop.

Thus, the fundamental idea is growth on the job. Coaching subordinates is not a tool, a method or a device to be used by a supervisor. It is a way of supervision. In fact, it is good supervision. The coaching process is essentially the same as the administrative process. Thus, getting supervisors to be good coaches is simply an effort to encourage them at all levels to do a better job in the work that they are already doing.

The Importance of Attitude

It is very important to realize that the willingness of supervisors to devote conscious effort to the problems of developing subordinates depends chiefly on their attitude. Research by the Harvard School of Business Administration shows that in situations where superiors were concerned chiefly with their own position and status, subordinates had virtually no opportunity to grow and develop. On the other hand, the Harvard group found that when the attitude of an executive toward subordinates could be summed up by the Golden Rule, subordinates in the organization were encouraged to grow.

From the above it would appear, then, that the task of getting coaches to coach is essentially that of affecting the attitudes of superiors throughout the organization.

A person's attitude is generally well formed when he leaves school and starts work. It is established and formed by inherited factors, physical environment, and the persons with whom he has associated. When he goes to work, his attitude is affected further by others in the organization, by management practices, by the results of experiences

on the job, and by many other influences.

Changing and improving attitudes for more effective work as a supervisor is not likely to be a quick or an easy process. Each person's habits and attitudes are the results of years of exposure to affecting forces. However, this would appear to be the most important task in all staff development work. It is the core of the problem. It is a real challenge and an outstanding opportunity for people engaged in supervisory development work to make an important contribution to the growth and development of their companies. It takes courage, tact, and many other qualities, but it is a very worthwhile endeavour.

Some of the development tools that can be used in this task of attempting to change attitudes include: role playing, perception studies and case method discussion groups. Early in 1953 our Company decided to experiment with the use of the case method as a practical approach to this important task of improving the attitude of our supervisors. Our experience to date seems to indicate that it is an interesting and worthwhile endeavour and we are at present expanding this phase of our staff development program. An attempt will now be made to describe the case method and to point out some of its advantages in supervisory development.

The Case Method

During the past thirty years the Harvard Graduate School of Business Administration has developed a method of attitude development, known as the case method. The first objective of this approach is a negative one. It is to avoid the boredom, futility, and waste of training programs that ignore the attitudes, feelings and experience of those being trained. The more important positive purpose is to enable the

participants to learn, from thinking about their own experience, how to approach more effectively than before the human problems of supervision.

Cases are descriptions of real business situations that supervisors are facing and acting in today. They are obtained by professors of Business Administration at Harvard and other universities directly from business, labour, or government administrators. Since 1920, when organized case preparation began, Harvard has gathered about 19,000 cases from a wide variety of business concerns in nearly all kinds of industries.

The student who studies under the case method is repeatedly placed in situations where, as an administrator, he must not only *evaluate evidence* but he must *act with responsibility*. The method forces a man to meet successively new situations in which he must grapple intellectually with fresh combinations of *facts, half-facts and opinions*. There are no answers for the case method student in the back of the text book, or indeed in any book. Faced with a labour problem for example, you must decide what you would do in the position of a particular individual in an actual company in a specific situation.

These cases have a way of not being "typical". Learning how to differentiate one situation from another and how to recognize the more important issues in cases contributes to the development of administrative capacity.

The Three Phases

There are three phases of the case method. These are:

(1) ANALYSIS OF A CASE. This is very important and it should be done carefully. It is advisable to read the case, if possible, several days before it is discussed. This is far better than reading it just before a discussion period. The case con-

tains certain facts, beliefs, sentiments and feelings. It also describes certain activities and interactions of people. You apply *your* past experience to the case and develop *your* solution of the case.

(2) **GROUP DISCUSSION.** This is, perhaps, the most interesting phase of this method of instruction. The group meets together to pool their experiences and to exchange ideas. The group leader uses the non-directive interviewing techniques and avoids giving his own personal opinions about the case. The group usually develops together a number of possible solutions.

(3) **POST DISCUSSIONS AND THINKING ABOUT.** This is also interesting and sometimes continues for several days when the participants meet together informally.

Conclusion

In concluding this discussion about the use of the case method

in supervisory development it is suggested that the teaching approach is a realistic one. Furthermore, it is consistent with current observations on the teaching-learning problem. The important point is that it admits that learning begins with the individual.

It makes possible a concentrating and compounding of experience by exposing participants to a wide selection of vital case situations. Furthermore, it does this in less time than would be required on a business job. Thus, through class discussions new conclusions are reached from the experience of others.

The case method is not a substitute for the day-to-day training on the job. It does appear, however, to be an effective tool in stimulating our supervisors, "the coaches", to do a better job of coaching their subordinates so that they will grow and develop on the job.

The Guaranteed Annual Wage

*by N. L. Mathews, Z.C.**

IT IS BECOMING increasingly clear that organized labour intends to press for annual wage guarantees in future collective bargaining. In the United States the C.I.O. Automobile Workers, Steel Workers and Electrical Workers have each come forward with statements of principles and in some cases have made demands on management. At its annual convention in August, 1953, The Trades and Labour Congress of Canada adopted a resolution calling on all T.L.C. unions "to press for a guaranteed annual wage as a means of stabilizing the incomes of their members and of securing a more equitable

share of the wealth they produce". In March, 1953, Walter Reuther, president of the U.A.W., stated: "That is the only choice remaining to management in relation to our guaranteed wage demand — not whether we will get a guaranteed annual wage but how we will get it".

The ultimate goal is a plan under which all employees are guaranteed full wages for a full year. That is to say, that an employee, while laid off will continue to be paid full wages until he returns to work. Management is to guarantee this regardless of the cause of the lay-off — whether it be a general decline in sales, transportation breakdowns, material shortages, strikes by employees of suppliers, or Acts of God.

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The theory behind this appears to be that it is within the power of management to provide steady full-time employment and that, if it fails to do so, a worker should be protected for a full year by an income sufficient adequately to maintain his living standard.

Four Types of Plans

Four types of employment security plans are lumped together under the misleading term "guaranteed annual wage". The first is a guarantee of a base pay for a given number of hours per week and a given number of weeks per year. This is perhaps best exemplified by the Procter and Gamble Company plan. The second is a guaranteed weekly pay regardless of the hours worked per week — as in the Hormel plan. Third is the payment as a wage of a share of the company's revenue — the Nunn-Bush Shoe Company plan. The fourth type is in effect supplementation of unemployment compensation.

The first three plans were instigated by the managements of the companies indicated and, as they have been in effect for some years, they deserve careful consideration so that they may be compared with the fourth type, which is the plan now advocated by the C.I.O.

Under the Procter and Gamble Company plan, hourly rated employees are guaranteed 48 weeks of work per year — including paid vacations, holidays and time lost for personal reasons. The Company may reduce the guarantee to 75% of the standard work week and it also may cancel the guarantee at any time. To be eligible an employee must have two years' service with the Company.

The George A. Hormel Company forecasts its annual sales and from that determines its estimated labour costs by departments. This is then allotted among employees in a department on an hourly rate of pay for 52 weeks. Each permanent em-

ployee receives his allotted share in 52 equal instalments regardless of the hours worked in any given week. Thus an employee may work 53 hours in a week but only receive pay for 38 hours. Savings to the Company result from the elimination of the premium for overtime work.

The Nunn-Bush Shoe Company plan is a flexible wage guarantee. The Company estimates its labour cost as a percentage of sales and each eligible employee receives his share of this (based on an annual rate) in 52 equal instalments. If sales exceed the forecast, these extra earnings are distributed monthly. Under this plan the union may review the prices for company products and a union accountant examines the Company's books.

Under most of the present plans eligibility is limited to employees with seniority (usually at least one year). In many plans employers are relieved from liability when a lay-off is due to scarcity of material, transportation breakdowns, strikes or Acts of God. Usually there are further escape clauses whereby the Company may terminate or modify the guarantee. Payments for holidays and vacations are usually credited to the guarantee. The Company is usually free to transfer an employee from job to job without strict regard to seniority. It is important to note that the above companies instigated the plans after years of planning and organizing so that a high degree of employment stability had been reached.

C.I.O. Had Plans in '44

In the United States in 1944 the C.I.O., in negotiating with the steel industry, demanded a full guarantee to each employee of his average straight time pay for the life of the union contract. This guarantee was to continue even if the cause of the lay-off was beyond management's control. The National War Labour

Board did not allow this demand. However, the United States Government instigated a study of guaranteed wage plans on a national scale. The report on this study was made in 1947 by Mr. Murray W. Latimer.

The Latimer report recognized the desirability of stability of employment but acknowledged that it rests on factors many of which were beyond the control of management. It pointed out that a full guarantee to all employees would threaten a company in a severe recession. The essence of the report may be found in the statement that "A close relationship between guaranteed wages and unemployment insurance is highly desirable". It recommended that adoption of plans should be left to collective bargaining and not to legislative action.

New C.I.O. Plan

It appears that the C.I.O. reconsidered its plan in the light of the Latimer Report and at present its affiliates advocate schemes which fall within the fourth type — i.e., supplementation of unemployment compensation. For the purpose of this report the principles of the United Automobile Workers will be taken as typical. They may be summarized as follows: —

- (a) The primary goal is to stimulate management to provide steady full-time employment.
- (b) The amount should be sufficient "to insure take-home pay adequate to maintain the living standards which the worker enjoyed while fully employed".
- (c) The full guarantee should apply to all employees with seniority and to a lesser extent to those without seniority.
- (d) Guarantee payments should be integrated with state unemployment compensation benefits so that employers can reduce their liabilities by effectively working

toward the improvement of state laws.

- (e) The plan should be administered by a joint board having equal representation from management and the union, with an impartial chairman. This board would decide eligibility and disqualification and its decisions "should be made independently of decisions made by state agencies with regard to unemployment compensation".
- (f) Financing should be by payments to a trust fund. Provisions for "reinsurance" could be made.

It can be seen that this programme is aimed at increasing unemployment compensation benefits so that they more closely approximate full-time wages. The payment would be made from a trust fund wholly funded by the Company and calculated on a cents per hour per employee basis. The liability of the employer would be limited to the amount paid to the fund. If, during a lay-off, an employee drew unemployment compensation or received pay from some other source, it would be deducted from the amount to be paid from the fund.

Problems

Many problems arise from this programme, some of which could be removed by legislation. For example, under the Canada Unemployment Insurance Act (Sec. 31) an insured person is not considered unemployed and, therefore, is not entitled to insurance benefits, if, notwithstanding his employment has terminated, he receives remuneration or if he receives compensation which is substantially equivalent to the remuneration he would have received if his employment had not terminated. Also, under Sec. 42 he is disqualified from receiving benefits if he fails to accept suitable employment or neglects to avail himself of an opportunity of suitable employment.

Under the present union programmes any unemployment insurance benefits are to be deducted from the "guaranteed wage". It will be seen, however, that, under the present Act, no benefits could be paid by the Commission and, therefore, no deductions would take place. Also, the Joint Board is not to be bound by disqualifications as set forth in the Act. Thus an employee could refuse work offered through the Commission and, therefore, become disqualified from insurance benefits but continue to receive payment from his employer.

It is, of course, possible that the Unemployment Insurance Act would be amended to provide for benefits for employees who are laid off but receiving remuneration from their employer. However, it is unlikely that the Act would be amended as it relates to disqualification due to refusal to accept employment. Thus an employee might refuse work and lose his insurance benefit but he could then claim his full "guarantee" because there would no longer be any deduction for insurance benefit.

Reasoning Breaks Down

The Union argument is that, if plans such as these existed, management would seek to have the Act amended and, once amended, it would be to management's advantage to have the amount of the benefit increased, thereby reducing the amount to be paid from the company's fund. Upon analysis this reasoning breaks down.

It must be remembered that under the Unemployment Insurance Act, contributions are made by the employer, the employee and by Parliament. If payments of benefits increase, then it follows that the contributions to unemployment insurance must increase. Since this amounts to an increase in taxes, it is unlikely that Parliament would readily amend the Act. This is

particularly so when it is remembered that a guaranteed plan, such as suggested is in effect private unemployment insurance and, if extensive private schemes existed the need for a public scheme would diminish. It is suggested, therefore, that in examining any such plan, management should carefully consider any statements by a union concerning deductions, and bear in mind that the problem of amending the Unemployment Act brings out many difficulties not apparent at first glance.

It is acknowledged that the purpose of unemployment insurance benefits is to provide sufficient money to an unemployed worker to provide him with the bare necessities to sustain him until he obtains other employment. The purpose was not to maintain his standard of living until he obtained other work. The small allowance was to act as an incentive to obtain work—it was not to provide him with a paid holiday during a lay-off. It may be that the present allowance should be increased but that is a matter for Parliament.

Union's Aim Full Pay

Whatever the wage guarantee may be in the first agreement the union aim most certainly is full pay during a lay-off. In any event an employee who has been laid off would not have any incentive to seek other employment if his income was at the same level or approximately at the same level as it was while he was working. The human desire to take it easy and relax is almost basic and perhaps no one can be criticised for doing just that. Remember that the unions do not want the same disqualifications to apply to a guarantee plan as apply to unemployment insurance and therefore, presumably, if a worker fails to avail himself of a job opportunity, he will not be disqualified from his "guar-

antee". This could lead to a very rapid depletion of a trust fund because once an employee began receiving benefits he would continue to do so until the Company provided work for him or until the fund was exhausted.

The union reply to this argument could be that one of the purposes of the plan is to "stimulate management to provide full employment" and, if management realizes that, in effect, it is granting a paid vacation and not a lay-off, it will be loath to lay-off employees. This argument presumes that all lay-offs are within the direct control of management. What then of a lay-off for example in an automobile company due to a shortage of steel caused by a strike in the steel industry? Certainly this is not a lay-off within the control of the automobile company. What control has management over a national railway strike or destruction of the company's plant by fire, or a government restriction on production, to say nothing of seasonal variations caused by consumer demand and general nation-wide depressions? The union naturally desires the guarantee to apply to all lay-offs regardless of the cause, stating that if all these causes are eliminated then a guarantee is worthless. Management on the other hand states that it cannot give a guarantee which is influenced by factors beyond its control.

Causes of Dissatisfaction

Presumably lay-offs would continue to be carried out in accordance with the seniority provisions of an agreement, i.e., the first hired shall be the last laid off. Therefore old employees would be required to work for their pay whereas newer employees would get a paid vacation. This would inevitably cause dissatisfaction in a company. Could it be that unions will do a com-

plete about face and say that, where there is a guaranteed wage, the first hired shall be the first laid off? Since the fund is financed by the Company the unions must realize that fund payments are made in lieu of direct wage increases. Therefore an old employee would be deprived of wage increases merely to provide a guaranteed wage to young employees—this although the old employee does not have the fear of lay-offs due to his years of service.

In the event of a long depressed period coupled with a number of lay-offs, it is possible that the trust fund could be completely depleted by payments to low seniority men; and higher seniority men, when laid off, would not receive any compensation. Does any employer believe that this situation can be adequately met by informing his employees that the fund is gone and that that is the end of his liability? The union's publicity has been for a guaranteed wage and most employees would understand that a "guarantee" means just that. Thus to maintain harmonious employer-employee relations an employer might find himself compelled to go beyond the limits of his liability as set in the agreement.

What Would it Cost?

What of the cost of such a plan? No accurate figures are available although the estimates appear to be approximately 10c per hour per employee. Even if the unions only ask for a 10c per hour contribution to the trust fund, it cannot be assumed that this figure would not be increased. In 1946 John L. Lewis obtained a 5 cent per ton royalty for his United Mine Workers Welfare Fund. In 1947 this was increased to 10 cents, in 1948 to 20 cents, in 1950-52 to 30 cents and now it is 40 cents in bituminous mines and 50 cents in anthracite mines!

Another problem concerning contributions to a trust fund is whether they would be a deductible expense under the Income Tax Act at the time they are made to the fund or only when a payment is made from the fund to an employee. No doubt this problem could be overcome by legislation if necessary.

A detailed study of the economic ramifications of the guaranteed annual wage or unemployment compensation supplementation is beyond the scope of this report. Suffice it to say that, although some economists state that nation-wide acceptance of such schemes would contribute towards lessening the severity of recessions, they do not believe that in themselves such schemes are a complete answer to depressions and wide scale unemployment. Other economists state that, carried to its logical conclusion, it would result in workers, goods and funds being channeled so that pay would be matched with jobs. This results in a complete breakdown of free enterprise and the imposition of direct and widespread government control. It is not definitely known whether the guaranteed annual wage would decrease cyclical unemployment to any great degree.

It is clear however that unless a company is financially sound and unless management stabilizes employment before it endorses such a scheme, the financial risk is too great for a company to undertake. Even after a scheme is adopted, management must carefully consider the large financial commitment made when a new employee is hired or when the company's operations are expanded and large groups of new employees hired. The natural result would be a decline in the demand for labour.

A.F. of L. and C.I.O. Attitudes

It is interesting to compare the

A.F. of L. attitude on guaranteed annual wages with that of the C.I.O. Generally the A.F. of L. seems inclined to leave the issue alone and to be very cautious. The A.F. of L. unions appear to acknowledge that management would have to be given uncontrolled discretion to transfer workers from one job to another in order to sustain a guarantee. This, they feel, would break down seniority rights along with skill and craft lines. They also fear that the higher wage rates for skilled workers may be threatened. In 1953 George Meany, president of the A.F. of L., squarely met the problem when he stated that management would not guarantee a wage when it knew it would be faced with seasonal lay-offs. "The guaranteed annual wage is tied up strictly with the type of industry and the ability of the employer to keep going, to stockpile the product that he is producing".

The "guaranteed annual wage" has a great appeal to wage earners of all levels due to the basic human desire for job and income security. Management must not assume that the desire for a guaranteed annual wage can be diverted by a simple rejection of union demands. Rather it must prepare itself to meet the situation. At the very least the demand will serve as a battle cry to strengthen the bargaining position of the union. Management must realize the problems inherent in such schemes—not only on a nation-wide scale but also on an industry and individual company basis. Adoption of a guaranteed annual wage is a long term financial commitment which is based on unpredictable factors most of which are beyond the control of the Company. Failure of a plan at the very least leads to injured employee relations and at the most to financial difficulty or even bankruptcy.

Career Planning . . .

*Dr. L. B. Jack**

CAREER PLANNING is an extremely wide subject, and in a short time it is difficult to do it justice. In its crudest aspect it can be considered, I suppose, as the problem of "How to become a Vice-President", but I do not propose to treat it in that way.

(1) **The backdrop for career planning.** In a sense, a discussion of career planning comes too late when the audience is adult, and if one is to take a perfectionist view of the matter. After all, career planning starts in the cradle and even beforehand. The parents of a child have an enormously strong influence on his later development. Not enough is known about the factor of heredity except that it is important. Something that can more easily be gauged is the environment of the home, which will have a profound influence on a person's career. If there is reasonably good discipline in the home, then it will be relatively easy to develop good work habits. A serene home environment will turn out adults capable of better adjustment than a home that stresses quarreling or difficulties of one sort or another.

The influence of the school will also have profound effects on career planning. There is first, and most obviously, the extent of schooling which a person has had, but that is not necessarily the most important factor. Schools nowadays have

undertaken, or begun to undertake, the very important activity of vocational guidance. Where an individual can be guided properly, he will get the major benefit from whatever amount of schooling he has had. On the other hand, if a person merely drifts along, even the most elaborate or most expensive education may do him very little good or even considerable harm.

Affecting Factors

All the other environmental factors that affect a child and an adolescent will also have profound influences on the individual's capacity either to plan a career or to make something of a career entered into. The church has a profound influence. Whether or not an individual engaged in sports, and the types of amusement that he did in fact engage in, will also have direct influences. Whether or not a person went in gangs or was a lone wolf when young will influence his later adjustments in a career. It will make a decided difference in a person's career whether or not he ever engaged in casual labor, such as earning part or all of his costs of education or the costs of clothing, play equipment or what not. The work habits, for example, of one used to work are likely to be quite different from the work habits of someone who has always been able to take it easy.

Having said the above, I would like to enter a word of caution. I

*Dr. Jack is director of Industrial Relations, B.C. Electric Railway Co. Ltd. This talk was given by Dr. Jack to a group who had just completed a pre-supervisory Training Course.

do not wish to imply that an adult cannot overcome any disadvantages he has met with in youth and adolescence. All I want to stress is that the factors of heredity and environment are powerful, but they are by no means all-powerful. That is, a person by taking thought can overcome handicaps, but at the same time I think it is quite clear that the effort required to overcome handicaps leaves just so much less available for other activities. Perhaps it boils down to this: no one arrives at adulthood a perfect person, but some have fewer flaws than others, and so, other things being equal, these more fortunate persons will have fewer difficulties in planning and making a career than many of the less fortunate. At the same time it is quite clear, too, that the determination to overcome handicaps can itself be an asset which may more than offset the handicaps a person has.

Personal Inventory

(2) **Get a personal inventory.** We have to take ourselves as we are now and then see what can be done about it. The facts are that we are in a certain company, holding down certain specific jobs, and all with varying degrees of mental, physical, moral and spiritual equipment. The question before us in discussing career planning is: Where do we go from here? Before we can even begin to tackle this problem, I think it important that everyone should take a personal inventory.

In taking a personal inventory, the various tests developed by psychologists help greatly. Tests are available for a person's ability, aptitudes, interest and personality. I would like to stress, however, that tests are merely rough gauges of capacity and not entirely reliable indicators of weaknesses. No one should take test results and feel

that that is the end of the matter, any more than an individual should feel that he cannot overcome any defects which may have been caused by factors of heredity and environment which may have affected his youth and adolescence.

Determine Ability

The ability tests will help to indicate how far an individual can go in his chosen career. That is, a person with a relatively low level of general ability is not likely to get as far as a person with a high level of general ability if all other things are equal. Since, of course, all other things are not equal, it is quite clear that a person with a low level of general ability may do very much better than a smarter person if the former, for example, has developed good work habits while the latter has not. Nevertheless, the ability tests are a general indicator of the limits to which a person is likely to go in his chosen career.

The interest and aptitude tests help to tell what jobs a person would best be advised to get into and what to avoid. Again, they are only uncertain guides, but it is still advisable to pay considerable attention to the results of these tests. Certainly, one would not do well to take a line of endeavour which the test results would indicate should be completely ruled out.

The personality tests help an individual know what faults he has which may tend to diminish his chances of becoming successful. With the help of personality tests, a person can get a fair knowledge of what faults he must overcome in order to improve his chances of promotion.

Tests, however, do not tell the whole story about a person's potentialities for success. For example, a person with good work habits can overcome a relatively limited ability

pattern and achieve a very real measure of success. Another person who was naturally, or has developed, the happy faculty of relaxing can prevent the development of personality disabilities, or at least keep under control the manifestations of established personality defects. In brief, character cannot be measured by tests, and character is a vital element in achieving success.

(3) Where do we go after the personal inventory? The personal inventory may show that the individual has marked possibilities for advancement and that is what we will discuss here when we consider career planning. On the other hand, the results of tests may show that the individual has distinctly limited possibilities for getting ahead—that is, that he may have already reached the limits which seem to be reasonably in line with his known ability, personality characteristics, interests and aptitudes. If this is the case, the individual concerned need not worry too much because he knows at last that he will never become president of his company.

Civil Service

Income statistics have frequently been compiled to show that civil servants do better financially than the *average* of people engaged in the glamour professions, such as law or acting, where the top earnings are fabulous but where the bulk of individuals at the bottom tend to average less per year than so many soda jerks. It may be, of course, that the unsuccessful people in the glamour professions have the spiritual need to get into, and stay in, their chosen line of work and so they would not trade with civil servants for any kind of money. That does not alter the fact, however, that use of the income yardstick shows they are not doing very well. Any other compensations they may derive from their activities in their

chosen professions are certainly needed to offset the relatively low incomes of the largest groups at the bottom.

(4) Given the possibility of growth, what should one do? The obvious requirement for a person who has the ability and other requirements to achieve further successes is to get more technical information about his own job—operations, machines, tools, methods, etc., etc. It is a never ending task to keep up with developments in any specialized field. The means of doing so are legion: night school, university extension courses, correspondence courses, reading professional literature, contacts with others in the same line of endeavour, etc., etc.

Spread Knowledge

A less obvious requirement is to gain more knowledge about the work of larger sections of a corporation, such as the work of a whole division, and to gain more knowledge of the company as a whole. Ideally, I suppose, a person who is planning a career would try desperately to get intimately acquainted with the work of the whole of the company by which he is employed.

It is also necessary to get knowledge of a company's policies and procedures from which company rules and regulations logically derive. One should know the company's aims and plans as well as possible. To do so adequately, one should also have knowledge of local industry and the community so that the company's relative position will be fully understood.

In general, the person planning a career should get to the best of his ability as good a background of general knowledge as possible. I don't want to be understood, however, as suggesting that a mere grab-bag of information will necessarily stand a man in good stead. Thus, a man in a service industry could

very well forego expanding his knowledge of most, if not all, of the natural sciences. It would stand him in very good stead, however, if he were to learn a great deal more than he knows now about politics, economics, history, psychology, and many other disciplines. There is, of course, no end to this sort of thing, and if a person sets out to get a better background of general knowledge which will be of some help in his chosen career or profession, he will be kept out of mischief very adequately.

Versatility Required

(5) **Planning to master a given job is not enough.** It is quite true that a jack-of-all-trades is master of none, but a certain amount of versatility is essential to success. That is why in the preceding remarks I have stressed the necessity of gaining a better background of general knowledge. Versatility is essential because skills can become redundant and companies can disappear. Whole industries can become obsolete. In addition, versatility and a broad general background will make an employee more valuable than a narrow specialist when it comes to seeking out persons who might be suited for managerial jobs at high levels. Men in the higher levels of management must be specialists to the extent that they know what their subordinates are doing, so that they can help subordinates to improve their efforts or check them when they get off the rail. These higher level jobs, however, require contacts outside the narrow scope of specialist activities, and in these contacts and dealings with outsiders, general knowledge and a broad background are of inestimable help.

(6) **The end that career planning aims at — business leadership.** Every man will no doubt have his own idea of what makes a successful business leader, and to a degree the

various definitions are bound to be different. Having seen literally scores of such definitions in all manner of publications, and having heard others outlined in various speeches, I propose to offer a capsule and by no means exhaustive definition of my own under four heads:

First of all, a successful business leader would have to have certain personality and character traits. He should ideally exhibit energy with purpose; he should be progressive and hospitable to new ideas. He should have considerable initiative and enthusiasm and should exhibit intensity of action and drive. All this should be based on good health.

Secondly, he should be superior in his ability to work with people, including his own superiors, his associates and subordinates. He should be able to inspire confidence and to develop enthusiasm. After all, it has often been estimated that 50 per cent of a top executive's time is spent on personnel management matters, and an important part of every supervisor's responsibility is personnel management.

Thirdly, the successful business leader must have the ability to make decisions. This requires a combination of background knowledge, plus available facts and the exercise of judgment. The ability to make decisions requires courage of a high order, not only to make the decisions initially but also to stick with them, or to admit error and reverse them or modify them if such a course of action is indicated.

Finally, the successful business leader will have the ability to develop and sell ideas. Since change is abhorrent to most people, and since also change is necessary if a business organization is to remain progressive and abreast of the times, this particular ability is probably the most fundamental and necessary of all.

SETTING THE COMPANY'S POLICY

By Harry Wismer*

WHAT DO WE MEAN BY POLICY? A policy is a statement of intention which commits management to a general course of action and provides a guide for management decision.

A production policy might be stated thus: "It is the Company's intention to manufacture a quality product". Here you have a statement which does not designate how the product will be manufactured but states the overall aim.

Here is another statement: "It is the Company's intention to provide not only fair remuneration but the best compensation that it is possible to pay under the changing economic conditions". That is a *policy*, but a statement that wages will be paid according to the merit position in the range for that position is *procedure*. Policy and procedure should always be two separate entities. As Sebald states: "policies are the Company's ideals and principles".

Test of Good Policy

Now the question arises—how do we know that we have a policy and whether it is a good statement of policy. The following are some test questions which should help in answering our question:

1. Does it state a purpose?
2. Is the purpose consistent with the overall objective?
3. Does it provide and define scope for judgment?
4. Is it consistent with other Company policies?
5. Will it endure?

* Extracts from an address delivered to students in Personnel Relations at Ryerson Institute of Technology by Harry Wismer, Sangamo Co. Ltd., Toronto

Development of Policy

Paul and Faith Pigors have said:

"It is the people who make a policy work and it therefore follows that every representative of management down to the first level supervisor should be encouraged to think and participate on the policy level to the full extent of his interest and ability". They go one step further in another statement;

"Let's talk policy not only with our associates, but also with all representatives of middle and lower management, with qualified representatives of our workers and with the accredited officials of the union".

In other words, I believe that statement of policy should be developed from group discussions of foremen, supervisors etc., reviewed, and then presented to top management for their consideration and approval.

In the whole procedure you can readily see that it will be the personnel administrator who will provide a clearing house and guide for policy development and administration.

Similarly, if policies are already written and stated, the personnel administrator should feel his responsibility and foster discussion groups in which all levels of management become thoroughly familiar with the Company's policies and their intent.

We must also remember that policies will vary from company to company to suit the complex character of each particular company. However, I am sure that fundamentally good personnel policies will always have much in common.

. . . How We Do It

If our policies provide scope for judgment they will indirectly lead to development of supervisors and foremen into members of management. Delegation of responsibility and development will naturally follow. However, such results will only be obtained if we live our policies from day to day with the spirit and sincerity intended.

Another important point we should not omit. Once policies are stated and written they are not unchangeable. In the course of time a live personnel policy needs to be

restated and even reformulated. Changes in top management, re-organization or changes in work relationships may necessitate a re-wording or change in policy. In other words, will top management follow where the facts lead or does it stand pat on former announcements for fear of seeming inconsistent? As Emerson said in his essay on Self Reliance: "Consistency is the hobgoblin of little minds". Genuine consistency in human relationships can never be attained merely by standing still.

Setting the Records Straight

*by John H. Bott **

ABOUT A YEAR AGO we decided to do something about our personnel records system which we realized was not doing the job we needed. It was a system we inherited from the day when our personnel records consisted of little more than keeping a man's name, address, clock number and wage rate. During the growth of our Industrial Relations program this basic record had been added to until it became cumbersome and inefficient.

Our system consisted of five basic units or sources of information. Most comprehensive was the individual employee's personal file, kept in a standard 8" x 11" folder. Into this file went all significant information, his hiring slip, application form, transfer and wage forms, warning slips, etc. Our most useful record was a 5" x 7" personal history card. It carried his name, clock number, address, wage rate and

supervisor. Another card was kept to record his absentee record for a two year period. Still another separate record was kept on a linedex which indicated his name, clock number, wage rate, job evaluation classification and department. An additional folder held each individual's psychological tests which we use extensively for selection of applicants and transfer and upgrading of employees.

Thus we had a pretty complete record of each employee, but to study it we needed two folders, a linedex and two cards. It also necessitated duplications every time an individual transferred or received a new clock number.

When we decided to change the system, the first question we asked ourselves was "What do we want our personnel records to do for us?" We wanted it to give us a complete story on each individual employee as quickly and efficiently as possible. Basically we wanted to know what he did before he joined our company and what he has done since.

*John Bott is Employment Manager of Dominion Electrohome Industries Ltd., Kitchener, Ont. He has a degree in Arts and Social Work from Manitoba and has had several years in the employment field in industry.

How We Do It . . .

To do this we chose Visirecord. The system consists of a single 8" x 10" card for each employee, on which is recorded all significant information. It gives us all the items which were previously recorded on our cards and linedex plus such items as suggestion awards, accidents, warning slips, test results and merit ratings. These items are still placed in his personal file, but for verification purposes only. His previous job history and attendance record which covers three years are recorded on the back of the card.

The cards are placed in a mobile unit in rows of twelve separated by dividers. The dividers are tabbed alphabetically (they can be tabbed any way you wish) and all tabs are visible without touching the unit. The dividers can be flipped back and forth, thus making a whole row visible on one selection, a second

selection makes a single card visible. One of the important features of the system is that each card has a 1-2/10" column on the right hand side that is visible as it sits in the unit. Thus, key information can be acquired without removing the card. We have found that seven hundred cards can be checked for a single item in about half an hour.

The advantages of Visirecord over our original system are obvious. It is comprehensive and compact, and the complete picture of an individual can be obtained in a matter of seconds. There are probably better systems on the market for a record that is used primarily for statistical work, but for day to day reference to individual cards which we felt was our most important requirement, this type is very satisfactory. After a year of operation we feel it has done an excellent job for us.

Suggestion System Pays Off

IN AN ATTEMPT to improve communications with employees, an experiment was conducted in December, 1954 by John Wyeth & Brother (Canada) Ltd., Walkerville, reports Frank Gresty of that Company.

Forms headed "Ask a Question—Earn a Buck!" were placed in racks throughout the plant and office. body of the form read "Why Don't We?"

A bulletin was issued to each employee announcing the program and asking them to complete the question and drop the form in a suggestion box.

For each question submitted the employee was paid \$1.00. If the question implied a suggestion, the

employee was paid an additional \$1.00 and the question was forwarded to the Department concerned for investigation.

This latter group of questions was processed through the regular suggestion system and, where indicated, awards paid on the same basis.

All questions were answered by personal interview with the questioner.

Of the 600 questions submitted, approximately 25 per cent were routed through the suggestion program. The experiment did not result in specific savings in many cases but did succeed in supplying answers to many of the questions that exist in the minds of employees.

. . . Conferences Past and Future

TORONTO ASSOCIATION TO MEET

The annual conference of the Personnel Association of Toronto will be held in the Royal York Hotel, Toronto, April 21 and 22 this year.

The objective of the 1955 Conference Committee, according to C. P. Chaston, Chairman, has been to provide a balanced program, embracing as many of the facets of personnel administration as possible.

"Each year the move and flow of this advancing force in industry presents new and challenging problems. Are our training programs really effective? What are we doing about our psychosomatics? Are we really helping our managements to develop better administrators—one of the pressing needs in business today?

Will labor make its main drive for more wages, or more benefits, or both? Why did we lose that arbitration award when we felt our case was so conclusive?

"Our speakers are authorities in the fields of management, labor, government, the press and medical and legal profession. They have been selected to give us guidance and help in our thinking on as many pertinent topics as could be fitted into a two-day period."

The Conference Chairman extends a hearty welcome to all interested in the personnel and industrial relations field to come. More information from Secretary Carl Rankin, 120 Roxborough St. E., Toronto.

Analysis Calgary Theme for May 12, 13, 14

ON MAY 12th, 13th and 14th, 1955 the Calgary Personnel Association will play host to personnel people in Alberta at the second annual conference of the Alberta Council of Personnel Associations. Theme is "A Critical Analysis of Personnel Management".

The first such conference was held last year in Edmonton (200 miles north of Calgary). This and the formation of the Alberta Council grew out of joint meetings of the Calgary and Edmonton Personnel Associations held over the previous several years at Red Deer (which lies equidistant between the two cities).

At present, the Council is composed of only the Calgary and Ed-

monton Associations. However, some development work is being carried on at Lethbridge (135 miles to the south) and it is possible a third group from this city will affiliate with the Council soon.

Undoubtedly this year's conference will be attended by a few interested persons from Lethbridge as well as major contingents from Edmonton and Calgary. Some conference publicity has been circulated at the Coast by a member of the Calgary Association who attended the last conference of the Pacific Northwest Personnel Manager's Association which was held in Vancouver. Possibly a few people "personnelities" from Spokane, Seattle, Victoria or Vancouver will come to the "city with everything under the

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sun" to attend the meeting (Vancouver is 2¼ hours from Calgary by air travel). Some 85 to 100 people are expected to register for the conference.

The program will feature top-flight speakers, ten workshop groups (two sessions of five concurrent workshops) and a lively panel discussion in which top management and personnel administration representatives will exchange comments on their respective roles and func-

tions. A well balanced social program is planned to complement the work sessions and will provide the hosts an opportunity to display the hospitality for which the West and Calgary are famous.

All persons interested in furthering their knowledge and understanding of personnel work are welcome to attend. For details, write immediately to D. R. Rees, Conference Chairman, City Hall, Calgary, Alberta.

Conference On Supervisory Training

MANAGERS, personnel and other executives met at Dalhousie University, Halifax, Nova Scotia, on February 23 for a one-day Conference on Supervisory Training.

The session was sponsored by the Maritime Bureau of Industrial Relations, an affiliate of the University's Institute of Public Affairs, in co-operation with the Maritime Personnel Association.

Gordon M. Chaplin, Supervisor of Training for Canadian Tube & Steel Products Ltd. of Montreal, a division of Dominion Steel and Coal Corporation Ltd., was conference leader.

In the morning session, Mr. Chaplin traced the emergence of the new concept of supervision in business and industry.

"As late as the early part of the twentieth century," he said, "those who spoke or wrote about the need for good employee relations were considered as nothing less than radicals, upstarts or trouble-makers. Today we know that these people were prophets ahead of their time and that upon the foundation of good relationships all other parts of management and modern supervision are built".

Using forms and photographs from his own company, Mr. Chaplin in the afternoon session outlined procedures for setting up a supervisory training program, arranging subject-material and time-tables, and enlisting the co-operation and participation of top management and organized labour. The full program for present and potential supervisors, from foreman to managers, was based on a sequence of discussion and study sessions, he said. This approach encouraged inter-departmental understanding of company policies, production problems and objectives, and personnel matters.

He quoted a recent report that, among the eight causes of mental illness among employed persons, "on-the-job tensions and frustrations resulting from the impact of a poor administration or poor supervision" were first, and eighth was "fear of supervisors". He advocated training of supervisors as "an intelligent step" towards lessening these hidden causes of low morales and uneven productivity.

The Maritime Personnel Association arranged a panel of personnel officers to assist Mr. Chaplin in dem-

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onstrating the use of "the case method" in training. Included were H. M. Beaton of Canadian Vocational Training; Bruce Cochran of Simpson-Sears Ltd., H. W. Dacey of Maritime Telegraph & Telephone Co. Limited, John A. Hebb of Canadian Gypsum Co. Limited of Windsor, Arthur Hillier of HMC Dockyard; H. K. Joyce and W. H. Tidmarsh of Mersey Paper Co. Limited of Liverpool, Ellsworth Large of Imperial Oil Limited, H. F. S. Lugar of Oland & Son Limited, Lloyd R. Shaw of L. E. Shaw Limited, and Miss Lucille Theriault of The Wood Bros. Co. Limited.

Chairman John McVittie announced that the Conference was the first in the MBIR's new series of frequent one-day sessions on single topics, replacing the previous pattern of annual three-day or four-day meetings. A report of the Conference proceeding was to be published at an early date.

MARITIME PERSONNEL ASSOCIATION

The Maritime Personnel Association is a voluntary membership organization dedicated to the study of personnel topics and to the promotion of knowledge and good practice in this developing field.

Membership is in two categories:

1. Regular, for those whose full-time occupation is personnel administration, and
2. Associate, for others who have a legitimate interest in personnel matters.

The privileges of voting and of holding office in the Association are limited to Regular members. Dues are \$3.00 and \$2.00 a year.

The Association meets regularly on the second Tuesday of each month for a Supper Session in the Men's Residence of Dalhousie Uni-

versity and for a Program Session immediately afterwards in the University's Arts and Administration Building.

The Program Sessions in recent months have featured the conference method rather than lectures. Thus, all may take part, contributing to the discussions from their own viewpoints and experience. Each Session is aimed at providing something useful and constructive for those attending—something which might well be applicable in their daily work in the personnel field.

President, W. H. Young, Personnel Manager, Fairey Aviation Company of Canada Limited, Dartmouth, N.S.; 1st Vice-President, G. W. Myers, Manager, Customer Relations, Simpsons-Sears Limited, Halifax, N.S.; 2nd Vice-President, John A. Hebb, Personnel Manager, Canadian Gypsum Company Limited, Windsor, N.S.; Treasurer, Lucille Theriault, Personnel Manager, The Wood Bros. Company Limited, Halifax, N.S.; Secretary, John I. McVittie, Director, Institute of Public Affairs, Dalhousie University, Halifax, N.S.; Executive Members, H. K. Joyce, Immediate Past President General Executive Assistant & Personnel Manager, Mersey Paper Company Limited, Liverpool, N.S.; F. C. Bennett, Personnel Manager, General Seafoods Limited, Halifax, N.S.; tional Harbours Board, Halifax, H. E. Nickerson, Port Secretary, N.A.S.S.; W. H. Tidmarsh, Assistant Personnel Manager, Mersey Paper Company Limited, Liverpool. N.S.

THE INSTITUTE OF PUBLIC AFFAIRS

... is an agency of Dalhousie University for education, research, and service in and for the regional constituency. The varied activities feature close working relationships with a growing number of off-cam-

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pus organizations, ranging from those operating in the immediate metropolitan area to others at the provincial and regional levels. The Institute has many contacts with national and international organizations also, linking their resources with the region.

The Institute's joint reference library is a specialized collection of books, pamphlets, and periodicals in the fields of management, labour, personnel, and public administration. The Institute's reference service also draws on the extensive collection of the University Libraries.

STUDY GROUP SETS POLICIES FOR SUCCESS

Below are some policies hammered out by a Toronto Association Study Group for a mythical company:

Labour Relations

The Company recognizes the natural desire of groups of people to participate in the formulation of decisions which affect them, and the need for a method of appeal from decisions which are felt to be unjust or other form of representation as right of employees to organize or to refrain from organizing in a Union or other form of representation as they choose. Where Unions are formed, the Company desires to develop and maintain a relationship with them which will result in the attainment of objectives of mutual interest; the Company firmly believes that the best interests of the Company and the Unions of its employees are one and the same. In all dealings between the Company and a Union, good faith on the part of both is fundamentally essential if worthwhile objectives are to be attained.

Employment Policy

It is the Company's aim to employ people who meet the Com-

pany's current needs and who possess the potential to meet the Company's future needs. The Company recognizes its social obligation to make its standards of selection no more restrictive than is necessary to achieve this objective. The Company will not discriminate for or against applicants because of race, creed, colour, nationality, ancestry, place of origin, or family relationship to a Company employee. The Company places no obstacle in the way of the employment of an applicant who was previously employed by the Company, other than the selection standards necessary to achieve the Company's objectives.

Human Relations Policy

The Company's objective is to attain the maximum economic progress which is consistent with the interests of the community. This can be achieved only in an environment in which its people can develop maximum individual and group effectiveness.

To this end the Company strives to make of its work groups good societies in which the individual may find dignity and the satisfaction of human needs. The Company believes that this goal can be reached when:

- each individual contributes personal effort and initiative towards his own progress and the progress of his group.
- each individual accepts a measure of responsibility for the advantages which he enjoys.
- each individual realizes that his own welfare will be affected by his own success or failure in carrying out his responsibilities to himself and to his group, and to the Company.

GOLF, FISHING DRAW FOR PETERBOROUGH MEET

THE Personal Association of Peterborough is considering an early summer conference which would allow those attending to mix golf and fishing in the Kawarthas with the normal conference agenda.

This active group is headed by: J. J. Dutton, President, Canadian General Electric Company Ltd.; A. L. Metcalf, Vice-President, Outboard Marine & Manufacturing Co.; J. R. Sharp, Secretary-Treasurer, National Employment Service.

Among their activities to date were:

December—A short business meeting followed by discussion on existing practices and relationships with union stewards and executive people as found in member companies. The National Film Board presentation "The Union Steward" established a pattern for the discussion led by D. L. Freeman.

January—Annual Union-Management Meeting at which Cleve Kidd, Research Director of the U.S.W. spoke on how he gathers material for his analysis and presentations for bargaining committees, conciliation and arbitration boards. Mr. Kidd capably handled the questions from the group.

February—Speech and discussion led by D. G. Pyle of the Central Ontario Industrial Relations Institute on some principles and trends in collective bargaining.

HANOVER SITE FOR FILM BOARD PICTURE

HANOVER, ONT. has been chosen as the locale for the filming of a documentary story by the National Film Board relating to Industrial Relations Problems.

The movie will depict all the preliminary procedure between an industry and a trade union, prior to

strike action being called or the settlement of disagreements between them. Knechtels Ltd. and local union officials and members will be used for actual background setting and participants.

The script for the film was written by Ian MacNeill, and the director will be Leslie McFarlane.

While the story is of a fictional nature, the settings will all be authentic including pictures of Hanover main street, council chambers; the union hall; homes and stores.

PERSONNEL STUDIES AT U.W.O.

"THE SELECTION and Routing of Salesmen in Canadian Companies." M. Wilkinson and M. Houghton. The study consists of a survey of 50 selected Canadian companies designed to discover how these firms select their sales forces and also how they route them. Emphasis is being placed on the reasons given for the methods used in both procedures.

"Factories Determining the choice of Occupation of High School Graduates in Alberta"—by G. L. Knowlton. A survey of nearly 400 recent high school graduates in Alberta has been made in an attempt to discover why these students made specific occupational choices. In addition an evaluation of student vocational guidance has been incorporated into the study. (Calgary Power Ltd. has aided this work financially).

"Consumer Credit in Canada 1946-1954"—A. Pettigrew—The relationships between income, expenditures and credit for the post war period are being examined for possible future trends.

"The Correlation Between the Movements of 40 Low Priced Stocks on the New York Exchange with the Dow Jones averages—over the last 16 months,—Rueben S. Zacks.

"A Study of Leisure—Time Activities of London Residents" Market Research Group, A survey of 136 working people in London has been made in an attempt to discover the types of leisure-time activities which they engaged in during a five-day period.

"Canadian Corporation Financing 1946-1954"—Division of Research. In this study both the methods and implications of the post-war financing of Canadian Corporations are being studied. Approximately thirty industrial companies have been selected for special analysis.

"Organization and Co-ordination in Large Canadian Companies". Division of Research. An analysis of the organizational development of a few selected companies accompanied by a study of the method of executive control used by these companies will provide a background for an understanding of the day-to-day functions of the organizations. The principles and procedures found most effective in obtaining co-operation among key departments in different organizations will, it is thought, emerge from this study.

Human Accounting Theme at Windsor

"HUMAN ACCOUNTING" was the theme of the Second Annual Guidance and Personnel Conference, sponsored by Windsor and area members of the Personnel and Guidance Section of the Ontario Education Association and also Personnel relations people of business and industry held at Assumption March 11th and 12. Ninety representatives attended from municipalities in South Western Ontario.

Rev. M. A. Record, Head, Department of Psychology, Assumption College, and Chairman of the Conference Committee, welcomed guests and oriented them to the eight workshop sessions held.

O. A. Peterson, Manager Relations, Industrial Products Division, Canadian General Electric Co., addressed the dinner meeting on the Conference theme, "Human Accounting" and related the subject to the motivation of employees in industry.

The second day Dr. Mildred Peters, Professor of Education, Wayne University, Detroit, outlined the essence of appraisal of individuals as a development tool in her talk on "Human Motivation".

C. B. Moncrief, Superintendent of the Ford Motor Company Trade School, Windsor, dealt with the idea of driving home to students the fundamentals of the 3 R's, at the same time as taking advantage of modern concepts. In his remarks about the selection of students at the Ford Trade School, he stated that it is necessary for applicants to pass their English examinations, otherwise they are not acceptable because there is a relationship between laziness and not succeeding in English. Mr. Moncrief posed the question as to what we in industry are doing for the cause of Education.

E. L. Merrill, Director of Personnel Placement of the Unemployment Insurance Commission, Toronto, co-related the previous two subjects by discussing "Placement" as it pertains to entry occupations and entry applications.

E. E. Huff, Secretary-Treasurer of the Personnel Guidance Association of the Ontario Educational Association, spoke on personnel and guidance organizations being formed throughout Ontario.

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GRAND VALLEY MAKES ANNUAL SALARY SURVEY

Grand Valley Personnel Association makes an annual salary survey in January, reports J. H. Bott, Secretary.

"Interested members prepare salary information on given job descriptions and bring them to the dinner meeting. At that time each member gives the information relevant to his company, and other members take it down. Thus we get first-hand information on all participating companies on about thirty-five selected jobs.

"Once the information is all recorded, each participating member uses it in his own company as he sees fit. We have found that this gives us an extremely accurate picture of the salary level in the community for most office jobs. Most of us use this information exclusively when considering general adjustments in our salary levels.

"We have certainly found it more effective than the average written survey where you have no personal contact with the people who are giving the information, and a good deal less expensive than a personal trip to the companies concerned. We have found that the survey takes from five to six hours."

Officers of the Grand Valley Association are:

President, Jim Kinder, Canadian Office and School Furniture Limited, Preston, Vice President Wm. R. Atkinson, Canadian General Tower Limited, Galt; Secretary - Treasurer, Dominion Electrohome Industries Limited, Kitchener, J. H. Bott; Officers, Bruce Broad, B. F. Goodrich Company of Canada, Kitchener; Reg. H. Dowsett, John Forsyth Limited, Kitchener; Eric Gardiner, K.W. Record, Kitchener; Don Weaver, Mutual Life Assurance Company of Canada, Waterloo; George Duracher, Bell Brothers Limited, Kitchener.

